

**THE EFFECTS OF DOMESTIC TERRORISM
ON FIRE DEPARTMENT TRAINING**

Strategic Management of Change Course

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ABSTRACT

The research paper analyzed the impact of domestic terrorism on fire service training. The problem was a lack of preparedness by local fire departments for terrorist incident response.

The purpose of the research was to investigate trends in terrorism, assess local training levels in Henderson, Nevada and to recommend training subjects on terrorism.

The research method was a combination of historical and descriptive research.

The research questions were:

- 1) Do the fire service employees of Southern Nevada recognize that a significant threat of terrorist activity exists in the local area?
- 2) What groups are perceived as posing a terrorist threat?
- 3) What are the types of attack that the respondents believe are most likely?
- 4) What areas of training do they believe should be emphasized?

The procedures consisted of a survey of two groups of fire service employees in Southern Nevada. The survey analyzed perceptions of the threat of terrorism, which groups would be most likely to commit an act of terrorism, and in what fashion. It also asked what areas of training were most needed.

The results indicated:

1. That terrorism was perceived as a significant threat both nationally and locally.
2. The greatest threat was expected from “foreign special interest groups”, “religious right-wing groups”, and “rogue militia groups”.

3. The type of attacks thought to be most likely were bombings, shootings, arson and attacks using biological and chemical weapons.

The most needed training subjects were “identifying a nuclear, biological, chemical incident”, “available assistance from other agencies”, “EMS treatments for chemical and etiological threats”, PPE for special hazards”, and hazards of chemicals”.

The recommendations were to develop the needed training at the national level and for local fire departments to coordinate with their Local Emergency Preparedness Committees for training on terrorism and exercising local response plans

INTRODUCTION

The problem to be addressed in this Applied Research Project arises from the changing trends in terrorist activities, particularly the incidence of terrorist acts in the United States. Terrorism is not a new phenomenon, it has existed for centuries. The First World War was a result of a terrorist incident. Until recently the citizens of the United States believed that they were safe from the effects of terrorism, that terrorist acts were something to read about in the world section of their newspaper or to watch on the international news. Since 1993 when the World Trade Center was the successful target of foreign born terrorists, and to a greater extent when the nation was shocked by the bombing of the Alfred P. Murrah Building in 1995 by American terrorists, the public has begun to realize that terrorism is a national concern.

The nature of the problem is that the emergency response services, and specifically fire departments, are not adequately prepared to respond to a terrorist attack within their jurisdiction. Several causes contribute to the lack of preparedness. They include lack of knowledge about terrorism, lack of training to respond effectively to terrorism, and lack of equipment or access to equipment in a timely manner. This paper will focus on the shortage of training and the responders' perception of the threat of terrorist activity.

The quantity and quality of training at the local level directly impacts the ability of the local responders to successfully mitigate a terrorist attack. One question that arises from an investigation of the trends of terrorism is whether the emergency services of the local communities can respond effectively to a terrorist incident.

The purpose of this research is to investigate current and future trends in terrorism, to assess the current level of training for terrorist response at the local level, and to recommend training subjects and sources of information on terrorism.

The author believes that emergency responders are not aware of the number of groups which have the ability and motive to deliver a deadly attack.

One step in accomplishing this goal is to survey firefighters and fire chiefs to determine whether their departments provide sufficient training in the area of terrorist response. If areas of need are identified it is hoped that they can be addressed by the training divisions of the local agencies where appropriate.

The research method used to analyze the problem is a combination of historical and descriptive. A review of current books in the field of terrorism provided a foundation of information upon which to build the subsequent research. Information available on the internet supplemented the background research. These are the historical components of the research.

A survey was administered to members of the author's employing agency, the Henderson Fire Department (HFD). The same instrument was also administered to members of the Southern Nevada Fire Chiefs' (SNFC) Association to determine whether their opinions were similar to those of the primary responders in the Henderson Fire Department. This is the descriptive element of the research.

The research questions are:

- 1) Do the fire service employees of Southern Nevada recognize that a significant threat of terrorist activity exists in the local area?
- 2) What groups are perceived as posing a terrorist threat?

- 3) What are the types of attack that the respondents believe are most likely?
- 4) What areas of training do they believe should be emphasized?

The intention of the research paper is to review the history of terrorism internationally, to discuss the recent trends in domestic terrorism and to determine whether members of the fire service in Southern Nevada perceive that a significant local threat exists.

BACKGROUND AND SIGNIFICANCE

Terrorism is a socio-political problem, which has affected the world for centuries. Since the beginning of the twentieth century, most terrorism has occurred outside the borders of the United States. Even American targets of terrorism were internationally located - business, military, political, and individual targets located on foreign soil.

In the 1990's, that trend has begun to change dramatically. Foreign-based terrorists have spent years developing clandestine groups (cells) operating within the U.S. Many foreign groups raise funds in the United States, either from legitimate contributions from sympathetic individuals and groups, or by illegitimate means such as robbery or extortion.

American citizens have also begun to use terrorist methods to advance their causes or to express violent reaction to the actions of others. These others may be the government, religious opponents (abortion issues), different races, gays, companies insensitive to the environment, or any group or cause which is strongly opposed by another.

Certain groups and individuals are unwilling to settle for peaceful expression. They cannot wait for political change. Their stance may be unpopular. Numerous groups

suspect federal conspiracies over any number of issues. Right wing extremists use violent rhetoric, teach armed resistance, and plan for government collapse or overthrow.

The Internet has given fringe groups and individuals an international audience unimaginable even twenty years ago.

Available weaponry has become a serious problem. The eastern bloc collapse, Middle East unrest, biological and chemical weapons development, and the ease of learning how to make weapons of this type, combine to open a Pandora's box of hazards.

According to the Emergency Operations Plan for the City of Henderson, Nevada, the responsibility of the Henderson Fire Department during emergencies includes:

- Initiating emergency medical care operations.
- Response to hazardous materials emergencies, including control, neutralization, and disposal of the hazardous material.
- Alerting all other emergency support services of hazardous materials dangers in an emergency.

The plan goes on to say that “to assure prompt and effective response capabilities (and to assure maximum and timely availability of response personnel), the Henderson Fire Department will develop and train personnel in standard operating procedures (SOP) for handling these responsibilities.”

Should a terrorist attack occur within the municipal borders of the City of Henderson, the Henderson Fire Department would provide the initial responding units and would share unified command with the Henderson Police Department. The Henderson Fire Department would be the lead agency for medical and hazardous materials response and request other agencies as needed to mitigate the incident.

A familiarity with terrorist actions and potential attacks, a knowledge of indicators that a chemical or biological weapon has been used, and knowing what resources are readily available to assist the local jurisdiction are just a few key elements to developing a successful incident operation plan.

Several forces have combined to create a climate of increased cooperation and funding regarding training in the field of preparedness for terrorist incidents. At the federal level the president, Congress, the military branches and the National Fire Academy have spearheaded projects which have direct impact on the nation's fire service. The fire service needs to utilize all the resources available at the federal, state, and local level.

Strategic Management of Change

In the EFOP course Strategic Management of Change, executive fire officers are trained in the skills used to manage and lead change in fire service organizations. One aspect of that training is the application of a change management model to facilitate the analysis and implementation of organizational change.

The Change Management Model utilizes a four-phase process:

1. Analysis
2. Planning
3. Implementation
4. Evaluation/institutionalism.

The first phase, analysis, is the focus of this paper.

Four tasks are identified in the analysis phase of the Change Management Model:

- Assessing internal organizational conditions to determine the need for change.
- Identification and forecasting of potential destabilizing forces.
- Defining the need for change based upon internal conditions and external forces previously identified.
- Determining the specific changes needed to resolve the issues.

The four tasks of the analysis phase will be covered in various sections of the research paper. The literature review will analyze recent developments in international and domestic terrorism, the destabilizing forces.

The survey is a tool that will indicate the perceived threat from terrorism and the respondents' ideas about specific training needs. These are some of the internal conditions of the organization.

The discussion section will present the author's interpretation of the study and its relationship to the findings of others. The need for organizational change suggested by the destabilizing forces and the current state of training would be discussed here.

Specific changes will be covered in the recommendations section.

Each part of the analysis phase of the Change Management Model is covered by this report. The depth of research is somewhat limited by the constraints of the length of the research paper.

LITERATURE REVIEW

A limited review of current literature was undertaken to familiarize the reader with recent information pertaining to terrorism and to provide sources for further study.

The libraries of the Learning Resource Center at the National Fire Academy, Emmittsburg, MD, and the University of Nevada, Las Vegas were utilized in the literature review. Internet sources were also visited using online browsers and search engines.

The logical starting point for a study of terrorism is a working definition. In order to measure terrorism, it must be clearly defined so that those acts can be clearly shown to be within the description of the term. In her book, Terrorism in the Twenty-first Century, Cindy Combs adopts a definition she terms “loose”: “a synthesis of war and theater, a dramatization of the most proscribed kind of violence-that which is perpetrated on innocent victims-played before an audience in the hope of creating a mood of fear, for political purposes” (Combs, 1997, p.8).

Some believe that the study of terrorism should include violations of “human rights”, racism and other offenses not covered in the legal codes (White, 1994, p.5).

In America, the legal definition proposed by the FBI is “the unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives” (FBI Terrorist Research and Analytical Center, 1991, p.25).

For the purposes of this research, the FBI definition will be the accepted definition.

The term “terrorism” originated in France in the 1790’s during the French Revolution and the Jacobin Reign of Terror. The assassination of Julius Caesar in 44 B.C. also fits the definition of terrorism (Combs, p. 20).

The Middle Ages saw the growth of group terrorism. The word “assassin” is derived from an Arabic term “hashashin” which translated literally means “hashish eater” or “one addicted to hashish”. It described a Muslim sect who was employed by their local caliph to spread terror by murder and destruction of religious enemies, including women, and children (Combs, p.21).

Domestic terrorism was common in the 1860’s during the reconstruction period of the Civil War. The rise of the Ku Klux Klan and their attacks on blacks grew dramatically during this period. In the 1950’s, the “nativist movement” targeted immigrant groups, especially the Irish who began arriving in the United States in the 1840’s. The 1960’s saw a rise in leftist groups protesting social inequities and military involvement in Southeast Asia (America: not immune, 1997, p.1).

On February 26, 1993, the threat of international terrorism in America became a vivid reality. The World Trade Center bombing was perpetrated by radical Muslims. Ironically the United States had trained and supported the Afghan Mujahadin during the Soviet Union’s invasion of Afghanistan in the late 70’s. These same extremists turned their attention to the United States after the Soviet Union withdrew from Afghanistan (White, p. 215-217).

The Oklahoma City bombing created a new awareness in America. The explosion of the truck bomb composed of readily available components was detonated by Americans against Americans. One hundred sixty-eight people died and over 500 were injured in the worst terrorist incident in United States history (America, p.2). Another way of looking at terrorists is classifying them according to typologies. Typologies often sort terrorists along a continuum from radical left wing to right wing extremists.

In 1975, Crozier used political orientation to arrive at the following six classes:

1. Anarchists.
2. Marxist revolutionaries.
3. Minority nationalists.
4. Ideological mercenaries.
5. Pathological groups.
6. Neofascists (White, p. 10,11).

At about the same time, J. Bowyer Bell in Transnational Terror, listed six basic types of terrorism and the motivation of each:

1. Psychotic - psychological gratification.
2. Criminal - profit.
3. Vigilante - retaliation.
4. Endemic - internal struggle.
5. Authorized - state repression.
6. Revolutionary - behavioral change through fear (White, p. 12).

More recently, in 1987, John Harris in the FBI Law Enforcement Bulletin identified five groups responsible for domestic political terrorism:

1. white leftists.
2. Puerto Rican leftists.
3. black militants.
4. right wing extremists.
5. Jewish extremists (White, p. 20).

Three categories of terrorist suggested by Hacker are:

1. Crazies: “emotionally disturbed individuals who are driven to commit terrorism ‘by reasons of their own that often do not make sense to anybody else.’”
2. Criminals: “perform terrorist acts for reasons that are understood by most: that is, for personal gain.”
3. Crusaders: commit terrorism for reasons that are often unclear both to themselves and to those witnessing the acts. Their goals are frequently even less understandable. These individuals are usually idealistically inspired. However, their idealism resembles a mixed bag of half-baked philosophies. Crusaders seek prestige and power for a collective cause rather than personal gain (Combs, p. 55-57).

Although Hacker’s categorization is simplistic, it is often included in police negotiations with terrorists. The motivation of the terrorist determines what negotiation style is most likely to succeed (White, p. 24).

Brent Smith and Jonathan White are two other authors who have identified typologies of terrorism (White, p. 209,210).

The primary methods of terrorism are discussed by Combs. The most common tool of contemporary terrorists is bombs. Bombings comprise about 50% of all terrorist incidents. Recent trends include attempts to maximize casualties, sometimes through the use of secondary explosives. Vehicle bombs have replaced letter bombs. The quantity of explosive results in major increases in death and injury (Combs, p.136).

Arson accounts for about 14% of all terrorist incidents. Fires and firebombings are most frequently used to destroy property and create a climate of fear.

One of the best methods for terrorists to generate extended publicity is through hostage taking and kidnapping. The distinction between the terms is that kidnapping is covert – planned and executed in secrecy.

Assassinations and ambushes are another common terrorist method. The victims range from clergy to military, from tourist to political leader. Targets are often selected for either publicity or symbolic value.

Aerial hijacking, although declining in recent years, offers maximum shock value and publicity at low expense to the hijackers.

Sabotage is a major growth category for terrorists and frequently cited as a future trend. The disruption of utilities and transportation systems give terrorist a sense of power (Combs, p. 136-141).

Chemical or biological attacks have been used by Iraq against Kurds during military operations (Combs, p.141). On March 20, 1995, the Aum Shinrokyo cult attacked Japanese citizens using the Tokyo subway system by triggering near simultaneous releases in sixteen separate subway stations (Dunbar, p.36).

Nuclear threats are becoming more realistic. Sam Cohen, writing in the Journal of Civil Defense, suggests that Soviet scientists may have developed a new fusion weapon that would fit in a suitcase. Attacks on nuclear reactors and malicious spread of nuclear materials are other potential forms of nuclear terrorism (Cohen, 1995, p.6-9).

The last form of terrorism is the threat (hoax). The target is forced to respond as if the threat is real. The terrorist at little cost and personal risk can create a major upheaval to the target organization (Combs, p. 142).

The greatest challenge to emergency response personnel is a chemical or biological weapon release. In September 1996, the National Governors Association (NGA) hosted a workshop “Preparing for and Managing the Consequences of Terrorism.” Participants there agreed with the results of an earlier NGA survey that found that states are least able to respond to threats posed by biological and chemical nerve agents. (Terrorism: is America prepared?, 1997, p.6).

Jan Dunbar analyzes terrorism in Fire Chief magazine. Dunbar stresses the need for agencies to preplan for a potential terrorist incident in their jurisdiction. Specific objectives which need to be met include the following:

- Deployment of appropriate detection and monitoring equipment.
- Use of necessary personal protective equipment.
- Rescue and victim removal.
- First aid administration.
- Casualty transportation to medical centers.
- Decontamination (Dunbar, 1996, p. 42).

Regarding first aid for chemical exposures, Klinghoffer and Sibley discuss medical treatment for nerve gas exposures. Klinghoffer discusses three major principles in treatment:

1. Remove the victim from the poisonous area and decontaminate.
2. Suction mouth and nose immediately if victim is “drowning in his own fluids.”
3. Administer an antidote immediately. Atropine and Pralidoxime (“PAM”) are recommended (Klinghoffer, 1995, p. 19).

Sibley recommends Atropine and Toxogonine but stresses that both antidotes are themselves toxic and are contraindicated for other types of poisoning. He notes that many experts have serious reservations about the life-saving potential of the antidotes because of the magnitude of exposure and elapsed time before treatment (Sibley, 1996, p.13,14).

The consensus among authors is that terrorism will continue. The sources have shifted in America from left-wing groups to right-wing groups, and special interest groups. One reason for this is the breakup of the Soviet Union which has resulted in a loss of financial support to most left-wing groups (Smith, p. 198).

Moslem fundamentalists and right-wing groups are viewed as two areas of extreme concern. The rhetoric of these groups and their involvement in the World Trade Center and Oklahoma City bombings contribute to this position.

The greatest concern is the advanced technology in weapons now available to terrorist groups. Chemical and biological weapons are a very real threat (Combs, p.226).

Terrorists seek media attention and a feeling of power. Each successive incident “raises the bar” for future acts. The next incident needs to be more extreme than the one before. The psychology of terrorism and the availability of deadlier weapons are two causes of the belief that more serious attacks are ahead (Combs, p.221).

PROCEDURES

The procedures used in the research began with a study of terrorism by reviewing texts, and journal articles at the National Fire Academy's Learning Resource Center and the Dickinson Library at the University of Nevada, Las Vegas. Internet sources were accessed via computer workstation at the Henderson Fire Department. Browsers and search engines were utilized with "terrorism", "domestic terrorism", "chemical weapons", and "biological weapons" as key search words.

The survey was developed as a result of the information gathered through the literature review and the author's curiosity about the perceptions of local fire service employees with regard to terrorism and terrorism training.

The survey was administered to members of the Southern Nevada Fire Chiefs (SNFC), composed of chief officers at or above the rank of battalion chief and employed in the Clark County area of Southern Nevada. All the members attending the February 19, 1998 meeting were given the opportunity to respond. Thirteen of the twenty-four present returned the survey (54%).

The survey was also distributed to members of the Henderson Fire Department (HFD) on duty February 19, 1998. Of the thirty-three members on duty, twenty-four received surveys and twenty-three responded, a response rate of 96%.

The selection of respondents was arbitrary, not random, and the results may be affected by the selection method.

In addition, a local event occurred on the night of February 18, 1998, when agents of the Federal Bureau of Investigation arrested two men in Henderson, Nevada on charges of conspiracy and possession of a biological agent for use as a weapon. The suspected

weapon was Anthrax virus. This arrest was the feature local news story for several days following the arrest. The charges were later dropped.

The survey was distributed the February 19, 1998. The publicity from the Anthrax arrest may have altered the respondents' perceptions about terrorism in general or about biological toxins.

The scoring of the surveys was done as follows:

For yes/no questions, a percentage was determined by taking the number of responses divided by the number of respondents.

For questions three and four with five rating boxes (with values of 0,1,2,3,4), each box was given the number value corresponding to its column.

The total responses for each box were multiplied by the box value. The scores for all the boxes in each row were added. That sum was divided by the number of respondents to arrive at a mean arithmetic score for each category. The mean scores were used for comparison purposes.

The surveys of the SNFC and HFD members were scored separately to compare their responses.

RESULTS

The results of the survey provide answers to the research questions. A copy of the survey is located in Appendix A.

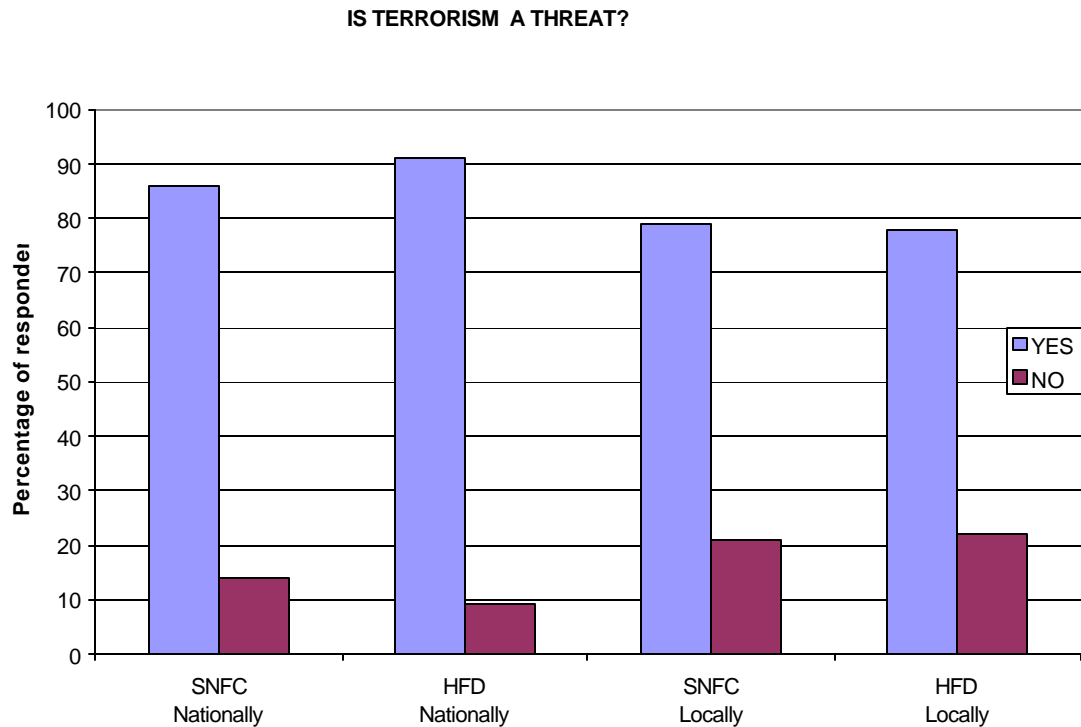
Research Question #1: Do the fire service employees of Southern Nevada recognize that a significant threat of terrorist activity exists in the local area?

YES	SNFC = 79%	HFD = 78%
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When the question is posed as a national threat, the response is also positive.

SNFC = 86%

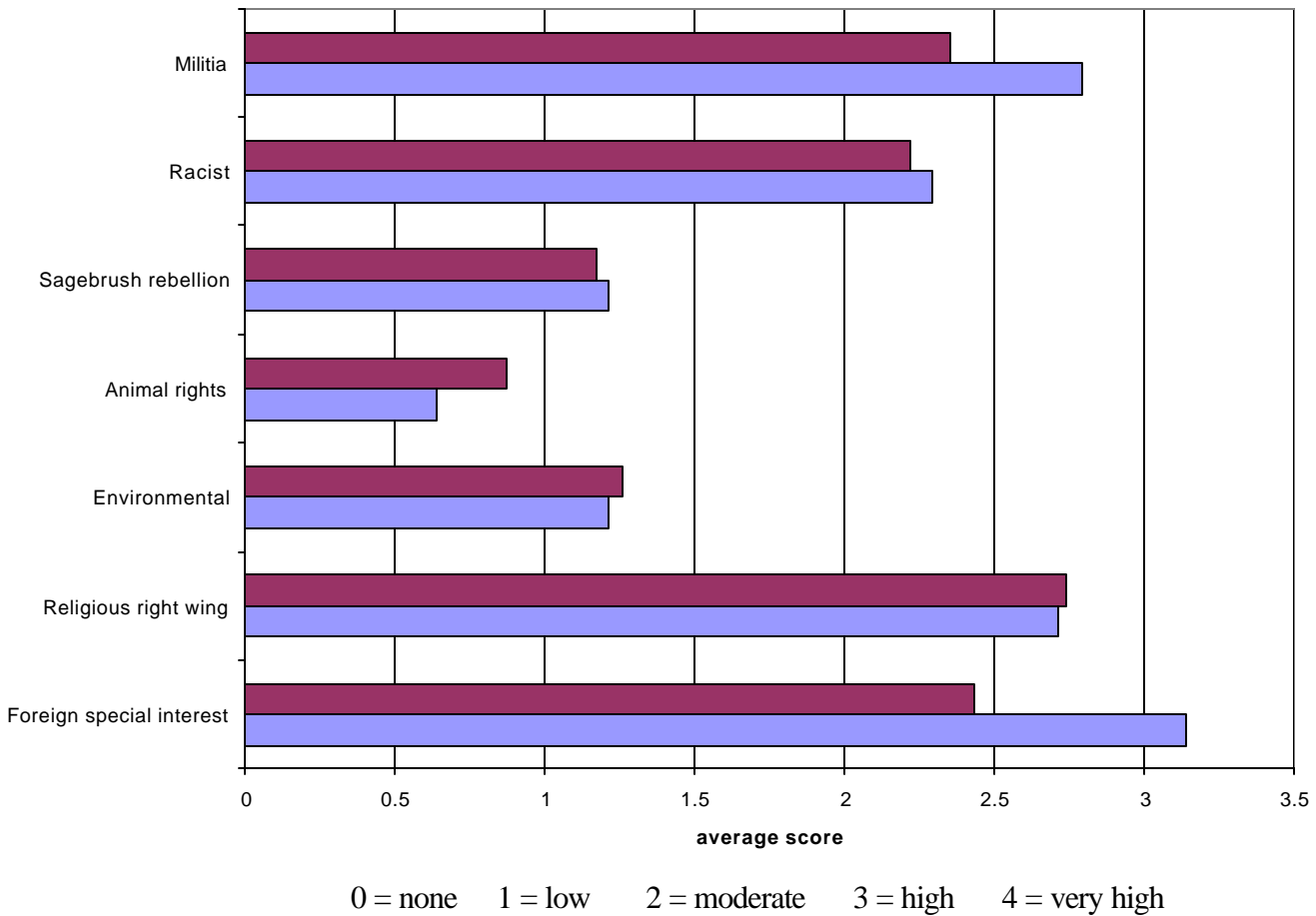
HFD = 91%



Research Question #2: What groups are perceived as posing a terrorist threat?

The survey question, “Rate the following in terms of potential for delivering a terrorist activity?” was used to elicit the answer to Research Question #2. Seven distinct groups were listed with forced choices.

WHICH TERRORIST GROUPS POSE THE REATEST THREAT?



The three highest scoring terrorist groups were “foreign special interest groups,” “religious right-wing groups, including anti-abortion”, and “Rogue militia groups.” “Racist groups” were a close fourth.

Of the other choices, “animal rights groups,” “environmental groups,” and “sagebrush rebellion groups” were rated about 1/4 to 1/4 as likely to present a terrorist threat.

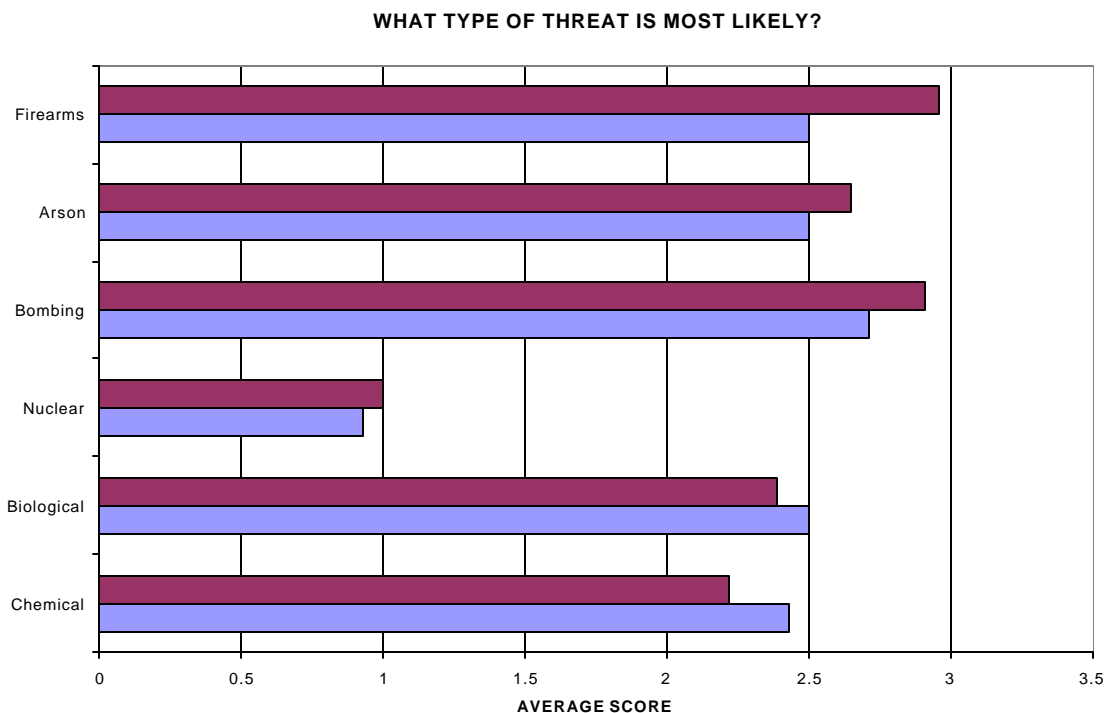
Research Question #3: What are the types of attack that the respondents believe are most likely?

In the survey, the question was stated: “What type of attack do you believe is most likely? Rate each of the following in terms of their likelihood.”

The 0-4 forced rating was again used. Six weapon types and a seventh free choice were given.

Bombing (2.71) scored highest for the SNFC group. Firearms (2.96) were rated first by Henderson Fire Department respondents.

A nuclear incident was viewed as least likely by both groups. Chiefs had a three-way tie for second place with “arson”, “firearms”, and “biological” tied at 2.5 points. For Henderson Fire Department respondents, second choice was “bombing” (2.91), third was “arson” (2.65), and fourth was “biological” (2.39). Both groups placed “chemical” in fifth place (HFD = 2.22, SNFD = 2.43). No groups were identified by the respondents in



the free choice option.

Research Question #4: What areas of training do they believe should be emphasized?

Two preliminary questions were asked in the survey.

1. Does your department currently provide specialized training for terrorist incidents?

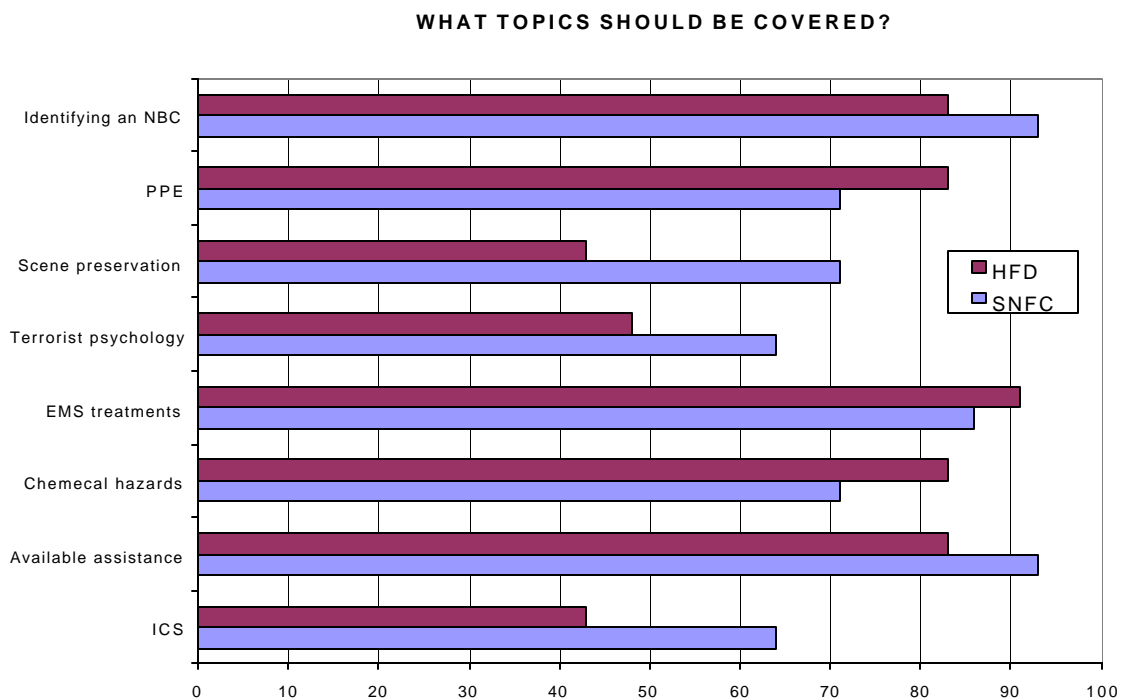
The majority answered in the negative, 78% for HFD and 86% for SNFC.

2. Is more training needed?

The answer was affirmative, 96% for HFD and 79% for SNFC.

Survey Question #7 “What topics should be covered?” addresses research Question #4:

Eight yes/no forced choices were given with a ninth blank to add other topics.



For the HFD respondents, the top five training subjects in rank order are as follows:

“EMS treatments.....” (91%), four-way tie for second “available assistance ...”, “hazards of chemicals”, “PPE for special hazards,”, and “identifying an NBC” (83%).

The SNFC respondents top five choices were first place tie “available assistance” and “identifying an NBC” (93%), third “EMS treatments(86%), three-way tie for fourth with “hazards of chemicals”, “Preservation of scene...”, and “PPE for special hazards” (71%).

DISCUSSION

The results of the study compare favorably to the information uncovered during the literature review. The perception that terrorism is indeed a threat at both the national and local levels is reassuring. It was the author’s fear that fire service employees might not consider a local threat to be realistic.

Several groups mentioned in the literature as future problem sources were also high on the list for fire service workers. “Foreign special interest groups”, “religious right-wing groups”, and “rogue militia groups” are the top three fire service candidates and are mentioned often in the literature.

The adjective “rogue” preceding “militia groups” should have been removed from the survey as it tends to bias the term negatively.

“Sagebrush rebellion groups” were not understood by several respondents. They are right wing usually states rights, groups seeking to remove federal control from vast tracts of undeveloped land in the West.

Fire service members give less credence to terrorist threats from environmental groups than authors do. The difference is difficult to quantify, as authors do not rate potential threats. Most authors are reluctant to predict future events in terrorism citing the rapid changes, which are occurring, and the unpredictable nature of terrorists. Other single issue groups may also be underestimated as potential terrorists.

One author suggests that increases in rhetoric and demonstrations often precede a terrorist event. This author would agree that this is true for groups attempting to shift public opinion, but not for individuals, nor for groups seeking revenge.

The survey question regarding weapons is difficult to compare to findings in the literature. Bombing is usually mentioned as the number one tool of terrorists rating from thirty to seventy percent of all incidents depending upon the author and the research. The value of the question is in determining whether fire service workers consider the different types of weapons as a potential source of hazard and link them to terrorism.

Subject matter for future classes should include the following topics from the survey which scored 83 to 91 percent and would seem to be welcome training subjects:

1. Identifying a NBC scene.
2. Hazards of chemicals
3. PPE for special hazards.
4. Available assistance from other agencies.
5. EMS treatments for chemical and etiological threats.

The three lowest scoring topics among HFD members were “scene preservation” and “ICS” (43%) and “psychology of the terrorist”(48%). ICS and scene preservation are topics which are regularly covered in current training. Psychology is probably deemed more important for police work.

The desired effect of the study is to promote an awareness of the hazards of a terrorist attack and to demonstrate a need for more training at the local level.

When over 80% of a group of respondents indicate a need for training in specific subject matter, it would seem that the next step would be to seek out the information requested, package it in a suitable training format, and deliver it to the appropriate audience.

RECOMMENDATIONS

The foundation of emergency response in the fire service is safety. The personal safety of responders and potential victims determines the strategy and tactics at an emergency scene.

To ensure safety during terrorist incident responses, the following topics need to be thoroughly researched, training programs developed, and delivered to emergency responders in fire, police, and emergency medical service (EMS) organizations throughout America.

The critical topics are:

- Identifying a NBC (nuclear, biological, chemical) scene. Responders must have a set of indicators to protect them from becoming victims at the scene.

- Hazards of chemicals. HazMat First Responder training should be the minimum level of training for fire, police, and EMS responders nationally. Understanding the chemical hazards and knowing how to access safety information is critical for personal safety. Chemical weapons and biological weapons information is difficult to access and the hazards are not always stated clearly or presented in a way that a lay person can understand. Better information on these hazards is needed.
- PPE for special hazards. Emergency workers need access to accurate databases which provide realistic protective measures for personal protection and decontamination.
- Available assistance from other agencies. The State Emergency Response Commissions (SERC's), Local Emergency Preparedness Committees (LEPC's) and local agencies need to network, train, and drill to become familiar with the resources at their disposal and the most effective ways to request and utilize those resources. The Henderson Fire Department, through its Emergency Management Coordinator should request training from the LEPC and work with the HFD Training Division to begin to train for a mass casualty terrorist attack.
- EMS treatments for chemical and etiological threats. To save the lives of victims, it is imperative that a system be devised to identify the offending agent and to procure and correctly administer an antidote or treatment.

The first, third, and fifth issues are relevant to emergency workers nationwide. For that reason the federal government should assume responsibility for gathering, organizing, and distributing the information. The branches of the military have special groups studying and training for these threats. Part of their mission should be to assemble a training package suitable for delivery to local emergency workers.

One resource that is available now to fire departments is the self-study guide “Emergency Response to Terrorism” which is available from the National Fire Academy. The information it contains is very basic and oriented toward responder safety. It should be a required text for fire, police, and EMS workers today.

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APPENDIX A

Domestic Terrorism Questionnaire

1. Do you feel that there is a significant threat in America from terrorist incidents? Y N
2. Do you feel that there is a local threat from terrorism? Y N
3. Rate the following in terms of potential for delivering a terrorist activity.
(o=none, 1=low, 2=moderate, 3=high, 4=very high) 0 1 2 3 4
Foreign special interest groups
Religious right-wing groups, incl anti-abortion
Environmental groups
Animal rights groups
Sagebrush rebellion groups
Racist Groups
Rogue militia groups
4. What type of attack do you believe is most likely? Rate each of the following in terms of their likelihood.
(o=none, 1=low, 2=moderate, 3=high, 4=very high) 0 1 2 3 4
Chemical
Biological
Nuclear
Bombing
Arson
Firearms
Other, please list
5. Does your department currently provide specialized training for terrorist incidents? Y N
6. Is more training needed? Y N

What topics should be covered? (Check all that apply.)

- A. ICS
- B. Available assistance from other agencies.
- C. Hazards of chemicals.
- D. EMS treatments for chemical and etiological threats.
- E. Psychology of the terrorist.
- F. Preservation of the scene for criminal prosecution.
- G. PPE for special hazards.
- H. Identifying an NBC(nuclear, biological, chemical) scene.
- I. Other, please list. _____